WITZENBERG MUNICIPALITY

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

(DRAFT)

2016/2017

PROVINCIAL TREASURY
WESTERN CAPE
PRIVATE BAG X9165 CAPE TOWN 8000
2016 -04- 01
7 WALE STREET CAPE TOWN 8001
BUSINESS INFORMATION
AND DATA MANAGEMENT

A Municipality that cares for the community, creating growth & opportunity.

INDEX

Introduction & Overview

Strategic Map

Financial Component

- Component 1 – Monthly Revenue by Source
- Component 2 – Monthly Operating Expenditure
- Component 2 – Monthly Capital Expenditure

Non-Financial Component

- Five Year Scorecard
- Quarterly Projections
- Definitions of Performance Indicators

Budgetary alignment with IDP

- Expenditure per Key Performance Area
- Operational Expenditure per Strategic Objective
- Three Year Projected Capital Expenditure per Ward

INTRODUCTION AND OVERVIEW

1.1 PURPOSE OF THE REPORT

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP.

The 2016/17 Top Layer SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of Witzenberg Municipality for the period 1 July 2016 to 30 June 2017.

The Top Layer of the SDBIP is made up of the following components:

- One year detailed plan, with a three-year capital plan
- The necessary components includes:
  - Monthly projection of revenue to be collected for each Source *(Expected Revenue to be collected)*
  - Monthly projects of expenditure (operating and capital) and revenue for each vote *(S71 format)*
  - Quarterly projects of Services Delivery Targets and performance indicators for each vote. *(Non financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community)*
  - Detailed capital works plan broken down by ward over three year

1.2 LEGISLATIVE FRAMEWORK AND GENERAL INFORMATION PERTAINING TO THE SDBIP

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

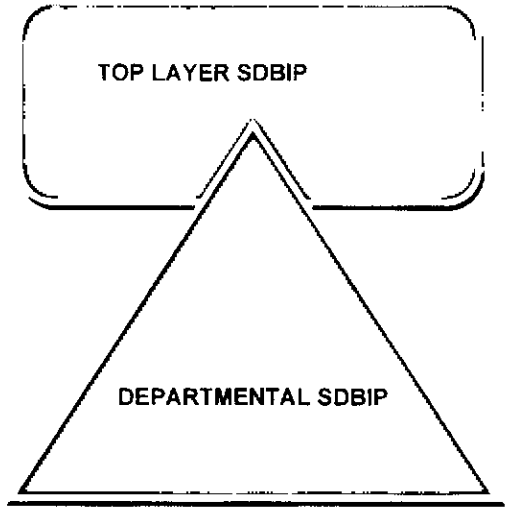
The SDBIP serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality's performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget,

the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



TOP LAYER SDBIP (MUNICIPAL SCORECARD)

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes is made in service delivery targets and

performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

DEPARTMENTAL SDBIP

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

The Departmental SDBIP must provide the following information:

- ❒ Purpose (Objectives)
- ❒ Service Delivery description
- ❒ Measurable Performance objectives
- ❒ List of capital projects per Ward
- ❒ Resources utilized (inputs)

FACTORS CONSIDERED FOR THE COMPILATION OF THE TOP LAYER SDBIP

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one session's with his directors to finalise the Top Layer SDBIP. One on one session's will be held with the heads of Departments to discuss and draft the Departmental SDBIP which would serve as the portfolio of evidence for the TOP Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2014/15
- The risks identified by the Internal Auditor during the municipal risk analysis

- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit
- Local Government Turnaround Strategy

SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name D NASSON

Municipal Manager of Witzenberg Municipality

Signature _____

Date

SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name B Klaasen

Mayor of Witzenberg Municipality

Signature _____

Date

STRATEGIC MAP

WITZENBERG MUNICIPALITY: STRATEGIC MAP 2016/17					
Vision	**Mission**	**Municipal KPA**		**Pre-determined Objectives**	
A municipality that cares for its community, creating growth and opportunities.	The Witzenberg Municipality is committed to improve the quality of life of its community by: - Providing & maintaing affordable services - Promoting Social & Economic Development - The effective & efficient use of resources - Effective stakeholder & community participation.	1	Essential Services	1.1	Sustainable provision & maintenance of basic infrastructure
				1.2	Provide for the needs of informal settlements through improved services
		2	Governance	2.1	Support Institutional Transformation & Development
				2.2	Ensure financial viability.
				2.3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3.1	Provide & maintain facilities that make citizens feel at home.
		4	Socio-Economic Support Services	4.1	Support the poor & vulnerable through programmes & policy
				4.2	Create an enabling environment to attract investment & support local economy.

COMPONENT 1 – MONTHLY REVENUE BY SOURCE

Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June
Property rates	22 318	4 494	4 418	4 268	4,053	4 071	4.049	3.958	1.970	2 064	1 976	1,958
Property rates - penalties & collection charges	120	114	114	162	137	122	89	105	82	106	129	122
Service charges - electricity revenue	20,958	19,746	18,302	15 189	14 604	16,130	16 557	18,950	19,860	19,834	20,609	14 676
Service charges - water revenue	3,069	2 462	2,419	3 630	2 607	3,958	3,839	3,785	3 794	3 439	3,834	2,368
Service charges - sanitation revenue	1,398	1 852	2,391	1,359	1 855	1,835	1,367	1,367	1,977	1 441	1 433	1 695
Service charges - refuse revenue	1,731	1,733	1,733	1,713	1,714	1 709	1,715	1,722	1,646	1,692	1,656	1,656
Service charges - other	43	43	43	43	43	43	43	43	43	43	43	43
Rental of facilities and equipment	627	670	818	831	699	905	1,128	721	1,111	697	690	577
Interest earned - external investments	297	341	285	380	454	370	380	462	279	324	400	548
Interest earned - outstanding debtors	439	461	451	462	455	513	444	451	450	450	436	462
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-
Fines	1,085	1,085	1,085	1 085	1,085	1,085	1,085	1,085	1 085	1,085	1,085	1,085
Licences and permits	12	12	15	18	16	12	15	11	14	14	17	12
Agency services	300	280	391	410	339	310	496	365	370	335	290	329
Transfers recognised - operational	23,760	93	1,182	558	817	48,285	213	405	44,518	914	1,184	12 860
Other revenue	307	329	320	326	353	359	499	322	409	350	299	398
Gains on disposal of PPE	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue (excluding capital transfers)	**76,464**	**33,715**	**33,947**	**30,431**	**29,290**	**79,707**	**31,899**	**33,752**	**77,607**	**32,787**	**34,060**	**38,837**

COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE

Expenditure by Vote	July	August	Sept.	October	November	December	January	February	March	April	May	June
Vote 1 - Budget & Treasury Office	2,054	2,444	2,532	2,315	2,506	2,545	2,581	2,573	5,657	2,489	3,648	5,571
Vote 2 - Civil Services	4,955	5,685	6,752	7,033	6,623	6,724	6,386	7,472	8,946	8,498	8,840	29,908
Vote 3 - Community & Social Services	1,946	1,794	2,661	2,662	2,618	2,501	2,505	3,082	(2,845)	2,541	2,346	2,914
Vote 4 - Corporate Services	(251)	305	(336)	120	347	(1,229)	(1,599)	1,057	28,424	630	(64)	1,385
Vote 5 - Electricity	2,777	21,385	23,017	14,942	15,349	15,291	15,484	19,053	2,203	20,612	17,897	36,227
Vote 6 - Executive & Council	3,901	3,063	3,546	3,324	3,187	3,312	3,459	3,330	1,708	1,857	1,594	3,205
Vote 7 - Housing	4,776	4,937	4,988	4,987	5,001	4,993	5,018	5,032	4,913	4,946	4,990	5,280
Vote 8 - Planning	245	225	257	252	179	267	285	300	1,002	359	335	419
Vote 9 - Public Safety	1,256	1,454	1,610	1,513	1,720	2,583	1,652	2,117	(905)	1,456	1,633	12,850
Vote 10 - Sport & Recreation	2,001	2,112	2,668	2,568	2,398	2,511	2,723	3,232	(4,663)	2,842	2,733	2,676
Total Expenditure	23,661	43,404	47,695	39,717	39,929	39,498	38,493	47,249	44,438	46,230	43,952	100,434

COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

	July	August	Sept.	October	November	December	January	February	March	April	May	June
Governance and administration	5,928	6,039	5,997	6,110	7,339	4,868	4,684	7,197	35,898	5,268	1,507	91,204
Executive and council	3,361	2,517	2,852	2,690	2,592	2,681	2,826	2,088	1,694	1,855	(2,332)	7,083
Budget and treasury office	25,671	8,273	9,349	8,349	8,592	8,262	8,034	8,829	8,501	5,967	7,574	12,871
Corporate services	(23,104)	(4,751)	(6,204)	(4,929)	(3,846)	(6,074)	(6,176)	(3,720)	25,703	(2,554)	(3,735)	71,250
Community and public safety	34,296	11,018	12,710	12,624	12,944	61,503	13,103	14,573	50,382	12,718	12,530	33,066
Community and social services	24,799	1,018	1,832	1,967	1,993	21,704	1,761	2,311	19,790	1,846	1,461	10,824
Sport and recreation	2,538	2,693	3,398	3,310	3,010	3,344	3,797	3,862	(3,629)	3,468	3,346	3,165
Public safety	2,127	2,313	2,435	2,304	2,883	3,404	2,471	3,311	1,252	2,400	2,676	13,741
Housing	4,832	4,994	5,045	5,044	5,058	33,051	5,075	5,089	32,969	5,004	5,047	5,337
Health	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services	2,146	2,305	2,572	3,347	3,123	2,876	2,848	3,179	(3,098)	3,267	3,732	8,742
Planning and development	1,030	1,000	1,167	1,156	1,043	1,085	1,281	1,180	(4,967)	1,133	1,042	1,018
Road transport	987	1,176	1,272	2,069	1,959	1,669	1,424	1,840	2,293	1,910	2,409	7,557
Environmental protection	128	128	132	122	122	122	143	158	(424)	223	280	167
Trading services	37,022	54,816	58,239	47,355	47,956	48,069	47,279	55,386	38,289	49,513	48,789	106,809
Electricity	23,508	40,925	41,058	29,799	32,291	32,088	31,792	39,328	21,934	40,069	38,071	50,535
Water	8,351	7,811	8,522	9,235	8,102	9,552	9,395	9,879	(7,022)	2,092	3,258	32,609
Waste water management	1,204	1,790	4,228	3,778	3,224	2,000	1,752	1,569	23,525	2,865	3,125	9,435
Waste management	3,958	4,291	4,432	4,543	4,340	4,430	4,340	4,610	(148)	4,487	4,336	14,231
Other	61	61	61	61	61	61	61	61	61	61	61	61
Total Expenditure	79,452	74,239	79,578	69,496	71,423	117,376	67,975	80,396	121,532	70,827	66,618	239,883

NON-FINANCIAL COMPONENT

5 YEAR SCORECARD

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Essential Services	Sustainable provision & maintenance of basic infrastructure	TL1	% Expenditure on Maintenace Budget by Technical Directorate	Technical	99%	98%	99%	99%	99%	99%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	96%	95%	96%	96%	97%	97%
		TL3	Percentage compliance with drinking water quality standards.	Technical	100%	97%	98%	98%	98%	98%
		TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL8	Decrease unaccounted water losses.	Technical	21%	21%	18%	16%	14%	14%
		TL9	Decrease unaccounted electricity losses.	Technical	9%	9%	8%	8%	8%	8%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	4.83	2	3	3	3	4
	Provide for the needs of informal settlements through improved services	TL11	Number of subsidised serviced sites developed.	Technical	470	0	0	150	150	150
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	2	3	3	3	2	2
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	2	3	3	3	2	2
		TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	2	3	3	3	2	2
		TL15	Number of subsidised electricity connections installed.	Technical	43	185	225	200	200	200

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Governance	Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	100%	99%	99%	99%	99%	99%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	71%	85%	85%	85%	85%	85%
	Ensure financial viability.	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	27	16	16	16	16	16
		TL19	Financial viability expressed as Cost-Coverage ratio	Finance	2.5	1.6	1.6	1.6	1.6	1.6
		TL20	Financial viability expressed outstanding service debtors	Finance	70%	44%	47%	42%	42%	40%
		TL21	Opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
		TL22	Increased revenue collection	Finance	94%	97%	97%	98%	98%	98%
		TL23	Percentage of budget spent on maintenance.	Finance	99%	98%	99%	99%	99%	99%
		TL24	Percentage spend of capital budget.	Finance	95%	95%	96%	96%	97%	97%
	To maintain and strengthen relations with international- & inter-governmental partners as well as the local	TL25	Number of IDP community meetings held.	Municipal Manager	14	14	14	14	14	14
		TL26	Number of meetings with inter-governmental partners.	Community	10	12	12	12	12	12
Communal Services	Provide & maintain facilities that make citizens feel at home.	TL27	Customer satisfaction survey (Score 1-5) - community facilities	Community	2.3	3	3	4	4	4
		TL28	% Expenditure on Maintenace Budget by Community Directorate	Community	99%	98%	99%	99%	99%	99%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	97%	95%	96%	96%	97%	97%
Socio-Economic Support Services	Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	2794	2600	2500	2400	2200	2200
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	421	390	390	400	400	400
		TL32	Number of social development programmes implemented	Community	17	20	20	20	20	20
		TL33	Number of housing opportunities provided per year.	Community	42	185	225	200	200	200
		TL34	Number of Rental Stock transferred	Community	58	120	120	120	120	150
	Create an enabling environment to attract investment & support local economy	TL35	Revisit Municipal Land Audit and draw up an implementation plan. Phase implementation from 14/15 onwards.	Corporate	Phase 1 implement	Phase 3 Implement	Phase 4 Implement	Phase 5 implement	Phase 6 implement	Review of Plan
		TL36	Compile & Implementation of LED Strategy	Community	Approved Strategy	Phase 2 implement	Review of Plan	Phase 1 implement	Phase 2 implement	Review of Plan

2016/17 QUARTERLY PROJECTIONS

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15 (15/16 N/A)	Target 2016/17	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Essential Services	Sustainable provision & maintenance of basic Infrastructure	TL1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	99%	98%	25%	50%	75%	98%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	96%	95%	10%	40%	60%	95%
		TL3	Percentage compliance with drinking water quality standards.	Technical	100%	97%	97%	97%	97%	97%
		TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL8	Decrease unaccounted water losses.	Technical	21%	21%	21%	21%	21%	21%
		TL9	Decrease unaccounted electricity losses.	Technical	9%	9%	9%	9%	9%	9%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	4.83	2	0	0.5	1.5	2
	Provide for the needs of informal settlements through improved services	TL11	Number of subsidised serviced sites developed.	Technical	470	0	0	0	0	0
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	2	3	3	3	3	3
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	2	3	3	3	3	3
		TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	2	3	3	3	3	3
		TL15	Number of subsidised electricity connections installed.	Technical	43	185	0	50	120	185

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15 (15/16 N/A)	Target 2016/17	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Governance	Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	100%	99%	25%	50%	75%	99%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	71%	85%		85%		85%
	Ensure financial viability.	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	27	16	16	16	16	16
		TL19	Financial viability expressed as Cost Coverage ratio	Finance	2.5	1.6	1.6	1.6	1.6	1.6
		TL20	Financial viability expressed outstanding service debtors	Finance	70%	44%	44%	44%	44%	44%
		TL21	Opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified			Unqualified	
		TL22	Increased revenue collection	Finance	94%	97%	97%	97%	97%	97%
		TL23	Percentage of budget spent on maintenance.	Finance	99%	98%	25%	50%	75%	98%
		TL24	Percentage spend of capital budget.	Finance	95%	95%	10%	40%	60%	95%
	To maintain and strengthen relations with international- & inter-	TL25	Number of IDP community meetings held.	Municipal Manager	14	14		7		14
		TL26	Number of meetings with inter-governmental partners.	Community	10	12	3	6	9	12
Communal Services	Provide & maintain facilities that make citizens feel at home.	TL27	Customer satisfaction survey (Score 1-5) - community facilities.	Community	2.3	3				3
		TL28	% Expenditure on Maintenance Budget by Community Directorate	Community	99%	98%	25%	50%	75%	98%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	97%	95%	10%	40%	60%	95%
Socio-Economic Support Services	Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	2794	2600	2600	2600	2600	2600
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	421	390	100	200	300	390
		TL32	Number of social development programmes implemented	Community	17	20	5	10	15	20
		TL33	Number of housing opportunities provided per year.	Community	42	185	0	50	120	185
		TL34	Number of Rental Stock transferred	Community	58	120	30	60	90	120
	Create an enabling environment to attract investment & support local economy.	TL35	Revisit Municipal Land Audit and draw up an implementation plan. Phase implementation from 14/15 onwards.	Corporate	Phase 1 Implement	Phase 3 implement				Phase 3 Implement
		TL36	Compile & Implementation of LED Strategy	Community	Approved Strategy	Phase 2 implement				Phase 2 Implement

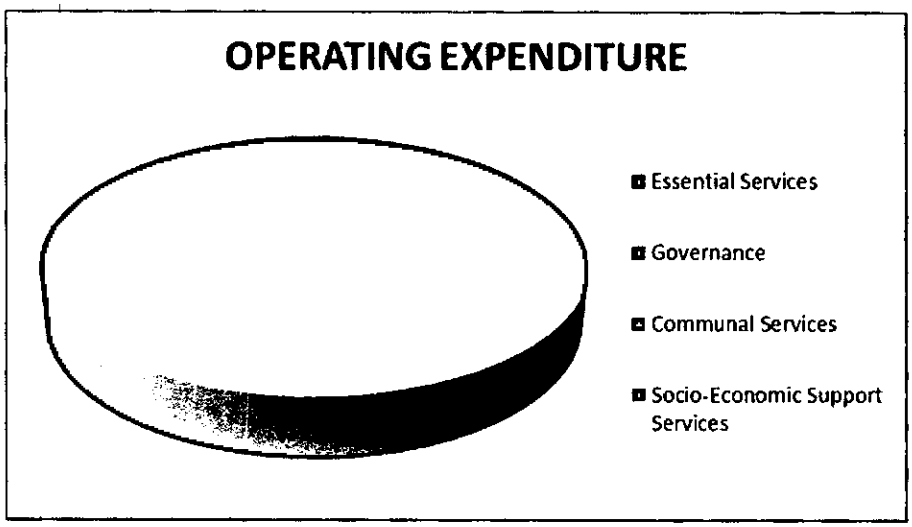
DEFINITIONS OF PERFORMANCE INDICATORS

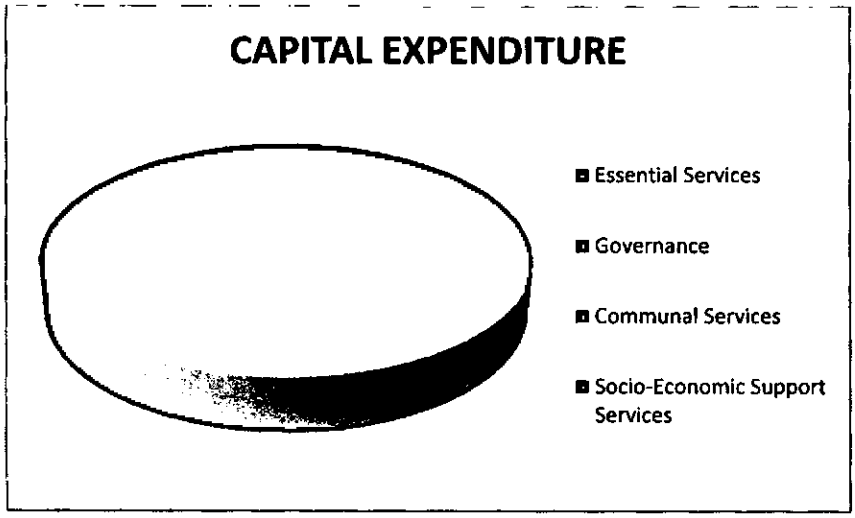
Ref	Key Performance Indicator	Reporting Directorate	Definitions
TL1	% Expenditure on Maintenace Budget by Technical Directorate	Technical	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the Technical Directorate. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.
TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
TL3	Percentage compliance with drinking water quality standards.	Technical	Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coli are considered in the measurement. Result should be less than 1 count per 100ml.
TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for sanitation services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for electricity services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for waste removal services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL8	Decrease unaccounted water losses.	Technical	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TL9	Decrease unaccounted electricity losses.	Technical	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TL10	Kilometres of roads upgraded & rehabilitated	Technical	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.
TL11	Number of subsidised serviced sites developed.	Technical	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure.
TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	This indicator reflects the number of informal areas with sufficient communal water service points. Sufficient are being defined as all households with access to water points within 200 meters radius. Certain taps may however have been vandalised or removed after provision. Proxy for National KPI.
TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	This indicator reflects the number of informal areas with sufficient communal sanitation service points. Sufficient are being defined as all households with access to toilets within 200 meters radius. Certain toilets may however have been vandalised or removed after provision. Proxy for National KPI.
TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	This indicator reflects the number of informal settlements receiving a weekly door-to-door refuse removal collection service and on-going area cleaning (litter picking and illegal dumping removal). Proxy for National KPI.
TL15	Number of subsidised electricity connections installed.	Technical	This indicator reflects the number of subsidised connections installed per annum in informal settlements and low cost housing/serviced sites projects. Proxy for National KPI.

Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Definitions
Support institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of Local Governments' Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDP's. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Kpi measures percentage expenditure of vote allocated towards training needs as arise from WSP.
	TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	This indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan. National Key Performance indicator.
Ensure financial viability.	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	This indicator measures debt coverage as (total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue excluding grants number of times.
	TL19	Financial viability expressed as Cost-Coverage ratio	Finance	This indicator measures: (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months.
	TL20	Financial viability expressed outstanding service debtors	Finance	These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SFP is still outstanding as at 30 June 2013.
	TL21	Opinion of the Auditor-General on annual financial statements of the previous year.	Finance	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices. This is referred to as "clean opinion". Alternatively in relation to a qualified audit opinion the auditor would issue this opinion in whole, or in part, over the financial statements if these are not prepared in accordance with General Recognised Accounting Practices or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.
	TL22	Increased revenue collection	Finance	This indicator reflects the percentage of revenue collected from service accounts delivered.
	TL23	Percentage of budget spent on maintenance.	Finance	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the municipality in total. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.
	TL24	Percentage spend of capital budget.	Finance	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
To maintain and strengthen relations with International- & Inter-governmental partners as well as the local community through the creation of participative structures.	TL25	Number of IDP community meetings held.	Municipal Manager	Bi-annual community meetings as per IDP Process Plan held in each of the 7 towns.
	TL26	Number of meetings with inter-governmental partners.	Community	Number of Inter-Governmental meetings attended.
Provide & maintain facilities that make citizens feel at home	TL27	Customer satisfaction survey (Score 1-5) - community facilities.	Community	This indicator measures community perception and satisfaction in respect of the access to and maintenance of certain community facilities. The municipality's Community Satisfaction Survey measures public perception around the following number of issues: Access to libraries, access to community halls, access to parks (including maintained open spaces and children play parks), maintenance of parks (including maintained open spaces and children play parks) & access to sport facilities.
	TL28	% Expenditure on Maintenace Budget by Community Directorate	Community	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the Community Directorate. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.
	TL29	% Expenditure on Capital Budget by Community Directorate	Community	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	Refers to the number of account holders subsidised through the municipality's indigent Policy.
	TL31	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) and contracts for temporary workers and temporary workers employed through contractors on projects. Proxy for National KPI.
	TL32	Number of social development programmes implemented	Community	The indicator refers to the number of social developmental programmes implemented. Seven programmes have been identified and each programme will consist of a number of projects and interventions.
	TL33	Number of housing opportunities provided per year.	Community	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Subsidy Housing which provides a minimum 40m² house.
	TL34	Number of Rental Stock transferred	Community	Number of rental stock transferred to approved beneficiaries, using established criteria. Rental stock is being defined as subsidised houses constructed before 1994 (scheme houses) and leased by the municipality to identified and approved beneficiaries.
Create an enabling environment to attract investment & support local economy.	TL35	Revisit Municipal Land Audit and draw up an implementation plan. Phase implementation from 14/15 onwards.	Corporate	This indicator measures the following over the 5 year IDP period: Capacitating of Property Office, develop and maintain property register & land Audit Implementation Plan that would include well defined phases for implementing annually.
	TL36	Compile & Imlementation of LED Strategy	Community	Measures the implementation of a LED Strategy over the 5 year IDP period. The implementation includes the development of the strategy with well-defined phases for implementing annually over the 5 year period.

EXPENDITURE PER KEY PERFORMANCE AREA

KEY PERFORMANCE AREA	TOTAL EXPENDITURE	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Essential Services	412,928	346,480	66,448
Governance	101,106	99,826	1,280
Communal Services	102,554	100,554	2,000
Socio-Economic Support Services	7,840	7,840	–
Grand Total	**624,428**	**554,700**	**69,728**





OPERATIONAL EXPENDITURE PER STRATEGIC OBJECTIVE

Performance Area	Strategic Objective	Operational Expenditure	
Essential Services	1.1 Sustainable provision & maintenance of basic infrastructure	339,446,098	346,479,968
	1.2 Provide for the needs of informal settlements through improved services	7,033,870	
Governance	2.1 Support Institutional Transformation & Development	36,024,002	99,825,757
	2.2 Ensure financial viability.	38,586,975	
	2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.	25,214,780	
Communal Services	3.1 Provide & maintain facilities that make citizens feel at home.	100,553,760	100,553,760
Socio-Economic Support Services	4.1 Support the poor & vulnerable through programmes & policy	5,979,591	7,840,453
	4.2 Create an enabling environment to attract investment & support local economy.	1,860,862	

THREE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

Directorate	Department Name	Description of Asset	Wards	Vote number	Funding	Original Budget 2016-2017	2017-2018	2018-2019
Finance	Treasury:administration	Insurance Replacements	All	510200071	CRR	50,000	50,000	50,000
	Treasury:administration	IT Equipment	All	510200081	CRR	80,000	260,000	300,000
	Treasury:debtors	Upgrading Of Cashier Offices	All	510300071	CRR	-	250,000	250,000
Community Services	Community Halls And Facilities	Replace Town Hall Floor Ceres	3	521100081	CRR	300,000	1,600,000	-
	Community Halls And Facilities	Replace Town Hall Floor Tulbagh	11	521100101	CRR	400,000	-	-
	Dennebos:administration Comm	Fence Around Trampolenes	3	520600061	CRR	-	35,000	-
	Dennebos:administration Comm	Fiberglass - Witzenville Swimm	11	520600081	CRR	-	450,000	-
	Dennebos:administration Comm	Furniture & Equipment	All	520600041	CRR	-	100,000	-
	Dennebos:administration Comm	Plant & Equipment	All	520600051	CRR	-	-	220,000
	Dennebos:administration Comm	Wardrobes For 28 B Chalets + 2	3	520600071	CRR	-	-	192,000
	Housing:administration	Fencing Maple Park	5	520300041	CRR	-	200,000	-
	Parks	Plant & Equipment	All	521901401	CRR	300,000	176,000	-
	Sport Grounds	Extension of Sport Facility	All	522300031	CRR	500,000	-	-
	Swimming Pools	Swimming Pool Re-Fibreglass	5	522401571	CRR	500,000	-	-
Corporate Services	Administration	Office Furniture - Witzenberg	All	530100011	CRR	150,000	-	-
	Marketing & Communication	Signage & Billboards	All	531200061	CRR	-	70,000	70,000
	Property: Administration	Upgrading of Polo Cross Hall	1	530250001	RDEV	1,000,000	-	-
Technical Services	Electricity: Client Services	Professional Fees Rural Development Projects	All	540590001	CRR	1,300,000	400,000	-
	Electricity: Client Services	Streetlights Housing Project	All	540501841	INEP	5,000,000	6,000,000	7,000,000
	Electricity: Distribution	11 kV breakers S Wolseley (Voo	7	540800021	CRR	1,000,000	1,000,000	1,500,000
	Electricity: Distribution	11 kV Ring Supply Stanlet/Rand	5	540800071	CRR	1,500,000	-	-
	Electricity: Distribution	Replace 4x4 Ldv's(3)	All	540800051	CRR	-	1,600,000	-
	Electricity: Distribution	Tools & Equipment	All	540820001	CRR	160,000	-	-
	Electricity: Street Lights	Housing Projects Streetlights	All	540700121	CRR	250,000	-	-
	Electricity: Street Lights	Streetlights	All	540700111	MIG	800,000	1,000,000	2,000,000
	Mechanical Workshop	Tools & Equipment	All	540920001	CRR	35,000	37,000	-
	Roads	Equipment	All	541401501	CRR	600,000	-	-
	Roads	Network Street	All	541401291	CRR	3,000,000	-	-
	Roads	Prof fees for Rural Dev projec	All	541403891	CRR	600,000	-	-
	Roads	Traffic Calming	All	541400111	CRR	220,000	250,000	-
	Roads	Vredebes Bulk Roads	1	541400261	MIG	-	7,190,000	18,000,000
	Roads	Side Walks - ODB	9	541400271	CRR	500,000	-	-
	Sewerage	Bulk Sewer Bella Vista	6	541100061	MIG	4,355,197	-	-
	Sewerage	Ceres: Bella Vista New Bulk Sewerage	6	541100201	CRR	2,000,000	-	-
	Sewerage	Sewer Network Replacement	All	541105061	CRR	1,522,500	-	-
	Sewerage	Sewer Pumps-Replacement	All	541101321	CRR	300,000	-	-
	Sewerage	Tools & Equipment	All	541120001	CRR	100,000	-	-
	Sewerage	Vehicle Replacement Programme	All	541100191	CRR	-	1,000,000	-
	Sewerage	Vredebes bulk sanitation	1	541190001	MIG	5,000,000	-	-
	Solid Waste- Removal	Refuse Bins	All	541700051	CRR	500,000	-	-
	Solid Waste- Removal	Vehicle Replacement Programme	All	541700041	CRR	2,300,000	-	-
	Stormwater Management	Bella Vista : Bulk Storm Water	6	541300091	MIG	100,000	-	-
	Stormwater Management	Network - Storm water upgrading	All	541300131	CRR	200,000	220,000	-
	Water Distrubution	Ceres: Bella Vista Bulk Water	6	541900091	MIG	4,483,400	5,500,000	-
	Water Distrubution	Ceres: Bella Vista New Bulk Water	6	541900281	CRR	-	1,500,000	-
	Water Distrubution	Ceres: Vredebes New Bulk Water	1	541900291	CRR	-	1,500,000	-
	Water Distrubution	Infrastructure Management System	All	541900231	CRR	300,000	300,000	-
	Water Distrubution	Network- Water Pipes & Valve Replacement	All	541901371	CRR	300,000	-	-
	Water Distrubution	Prepaid Water Meters	All	541900201	ANN	2,500,000	1,000,000	-
	Water Distrubution	Tools & Equipment- New	All	541920001	CRR	100,000	-	-
	Water Distrubution	Tulbagh Dam	11	541900301	RBIG	24,421,930	490,351	-
	Water Distrubution	Vredebes bulk water supply	1	541903801	MIG	3,000,000	7,000,000	-
						69,728,027	39,178,351	29,582,000